



**Texas Water**  
**Development Board**

# Workforce Plan

Fiscal Years 2015 – 2019

STATE AUDITOR'S OFFICE

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# Workforce Plan

## Overview of Operations

### AGENCY VISION AND MISSION

The TWDB is the state's water planning and water project financing agency. The TWDB's main responsibilities are threefold: collecting and disseminating water-related data; assisting with regional water planning, and preparing the state water plan for the development of the state's water resources; and administering cost-effective financial programs for the construction of water supply, wastewater treatment, flood control, and agricultural water conservation projects.

Since 1957, the TWDB has been charged with addressing the state's water needs. With the passage of Senate Bill 1 by the 75th Texas Legislature, federal and state organizations, political subdivisions, and regional water planning groups have assumed increased responsibility for ensuring sufficient water supplies for the state. The TWDB has a leadership and support role through guiding, enabling, and supporting the responsible development of the state's water resources, to ensure that sufficient water will be available at a reasonable cost while protecting the agricultural and natural resources of the state.

#### *Agency Vision*

Sustainable and affordable water for Texas.

#### *Agency Mission*

To provide leadership, information, education, and support for planning, financial assistance and outreach for the conservation and responsible development of water for Texas.

### BUSINESS FUNCTIONS AND AREA MISSIONS

The following is an account of the core business functions and missions of each area in the agency.

#### *Executive Administration*

Executive Administration houses the Office of the Executive Administrator of the TWDB and the Office of General Counsel.

The Executive Administrator is responsible for carrying out policies set by the Board. Staff in this office oversee TWDB programs and daily operations, communicate with legislators and other officials

regarding TWDB initiatives, and act as the public face of the agency.

The Office of General Counsel is composed of the agency's General Counsel, seven staff attorneys, two program specialists, and one executive assistant. The General Counsel represents the agency in all hearings and negotiations. The Office of General Counsel is responsible for providing legal advice and representation to the agency Board members and staff in the areas of financial assistance, water planning, water policy, natural resources, environmental compliance, legislation, tort claims, human resources, contracting and purchasing, real estate, ethics, open records, open meetings, and rulemaking. This includes, but is not limited to, preparing and reviewing documents, researching and preparing formal and informal legal opinions, representing the agency on interagency working groups, drafting and reviewing regulations and policies, and working with the Office of the Attorney General regarding agency litigation and contested matters.

#### *Governmental Relations and Agency Communications*

The TWDB Governmental Relations and Agency Communications office works with state governmental entities and representatives to help carry out the mission of the agency. Before each legislative session, the office compiles a biennial report to the legislature that details activities of the Board and its recommendations for necessary and desirable legislation. At the conclusion of the session, Governmental Relations staff prepares a legislative wrap-up report that details specific legislation relative to the TWDB. The Agency Communications and Outreach division is the agency's direct contact with the media and public.

#### *Internal Audit*

The division of Internal Audit is a function required by the Texas Internal Auditing Act (Chapter 2102) of the Texas Government Code. Internal auditors are governed by Government Auditing Standards and Standards for Professional Practice of Internal Auditing of the Institute of Internal Auditors. In the TWDB organizational structure, this function reports directly to the Board. The objectives of this division are to assist TWDB management and Board members in the effective discharge of responsibilities, present to management the determinations of adequacy/effectiveness of internal controls, and provide objective reports. The Internal Audit division consists of the director and two staff auditors.

### ***Operations and Administration***

Operations and Administration strives to provide professional, constructive, and formidable support to all areas in the agency in order to ensure delivery of an effective and efficient system of services for the employees and stakeholders of the TWDB.

Operations and Administration has four separate divisions: Support Services and Contract

Administration; Human Resources, Information Technology and Texas Natural Resources Information System.

The Support Services division of Operations and Administration provides mail services, fleet management, staff support, and facility support such as office space management, lease management, building safety, telecommunications, and other support functions of the agency as needed. The division also provides Board meeting coordination and Board member transportation during special events and at regular Board meetings. Within this division, Contract Administration provides contract development, contract compliance, contract monitoring, and related payment authorization. Contracting also provides procurement functions to acquire materials, equipment, and services in accordance with state and federal rules and regulations. The Flood Mitigation Planning section manages state grants to political subdivisions to conduct flood protection planning studies and administers the federal Flood Mitigation Assistance and Severe Repetitive Loss grant programs. This area is also responsible for the National Flood Insurance Program (NFIP) and conducts State Coordinating Agency functions for the NFIP, assists communities in enrolling in the NFIP, conducts training related to floodplain management, and provides technical assistance and compliance reviews for participating communities with ordinance, floodplain management, and other NFIP issues.

The Human Resources division is an essential and indispensable force in facilitating the accomplishment of the TWDB's mission by providing services and administering benefits that promote the security and well-being of the TWDB's most important resource: its employees. This division is committed to providing administrative services to the employees of the TWDB in the areas employee benefits, salary administration, human resources development, personnel records, employment, and employee relations. The Records Management section provides record management services on all TWDB loans and grants and assists General Counsel staff with open records requests.

Information Technology (IT) serves as the Information Resources Liaison to Executive Management, Department of Information Resources, the Legislative Budget Board, and the State Auditor's Office. IT oversees the implementation of new technology for the TWDB, manages the agency's Data Center Services contract, trains new employees on agency PC procedures, ensures technology standards are published and followed, and resolves user requests and reported computer problems. Within IT, various sections help to support all functions of the agency. IT staff maintain agency systems, databases, and applications, manage the Water Information, Integration, and Dissemination web portal, serve as the project manager for the systems integration process with the Environmental Protection Agency (EPA) known as TxWISE (Texas Water Information System Expansion), maintain the online Regional Water Planning Data Submission System (DB12), and create specialized maps requested frequently by the Texas Legislature and other various political entities and the public. The Web Administration section administers the TWDB's Internet and Intranet websites, ensuring the public effective and quick access to the latest TWDB information.

The Texas Natural Resources Information System (TNRIS) was established to serve Texas agencies and citizens as a centralized clearinghouse and referral center for natural resource data, census data, data related to emergency management, and other socioeconomic data. TNRIS continues data maintenance and upgrades for the National Hydrography Dataset (NHD), transportation, political boundaries, and Digital Orthoimagery; increases participation of local and federal partners in the National Map of Texas; and coordinates data production efforts among governmental entities. TNRIS also administers StratMap and the Texas/Mexico Borderlands information system.

### ***Finance***

The mission of Finance is to provide internal and external customers with centralized, timely, meaningful, and high-quality financial services and to ensure fiscal integrity by investing and protecting the Board's assets. The primary responsibilities of Finance are to oversee day-to-day financial activities, provide support to the agency through the timely and accurate processing of payroll and financial transactions, formulate and monitor the agency budget, report financial and budget information, coordinate all activities related

to issuance of bonds, invest funds in compliance with the Public Funds Investment Act, prepare cash flow and loan analyses and interest rate calculations, and provide financial stability reviews of borrowers. Finance comprises three areas: Accounting, Budget, and Debt and Portfolio Management.

Accounting maintains the general ledger, prepares timely and accurate financial reports for internal and external recipients, processes all payments to vendors, loan recipients, grantees, and employees, processes all receipts and loan repayments, and processes employee payroll.

Budget manages the development, preparation, and maintenance of the TWDB's operating budget and position control, prepares budget-related financial data and reports for the Board, staff, and oversight agencies, prepares the Legislative Appropriation Request, and prepares fiscal notes, briefing documents, and responses to budget-related issues during the legislative session.

Debt and Portfolio Management provides comprehensive financial analysis for the management of the Board's portfolio, issues bonds to obtain money at the most economical cost to the Board to fund loan and grant programs, prepares cash flow analyses, loan analyses, and interest rate calculations, and invests funds in compliance with the Public Funds Investment Act. This division also monitors the loan portfolio to ensure the prevention of loan defaults through financial stability reviews of its borrowers, and monitors financial assistance program requirements to ensure finance-related and contractual compliance by borrowers and grantees.

### ***Water Science and Conservation***

Water Science and Conservation is composed of the Conservation & Innovative Water Technologies division, Surface Water Resources and Groundwater Resources.

The TWDB's Water Conservation staff assist cities, utilities, and districts in establishing effective water-wise conservation programs. They lend out and provide training for leak detection and meter testing equipment, and assist with water audits and provide water conservation brochures and educational materials for schools for free or minimal cost to utilities and government entities. This area also provides grants to political subdivisions to implement conservation programs, and by utilizing either local districts or local lending institutions to provide loans for individual farmers to install more efficient irrigation equipment.

The Water Conservation section provides irrigation water use estimates by county or regional planning groups, and provides agricultural water conservation educational activities to agricultural trade shows and other related events.

The Innovative Water Technologies section works to extend the state's water resources through desalination, rainwater harvesting, and water reuse. The mission of this division is to explore potential sources of water supply outside of the traditional areas of surface water and groundwater that could be made available for use within the state.

The Surface Water Resources division administers the Instream Flows program and works in cooperation with the Texas Commission on Environmental Quality and the Texas Parks and Wildlife Department as mandated by the legislature. This division also administers the Bays and Estuaries program, the Lake Hydrographic Survey program, and all state surface water monitoring.

The mission of the TWDB's Groundwater Resources division is to collect, interpret, and provide accurate, objective information on the groundwater resources of Texas. The Groundwater Resources division is responsible for all aspects of groundwater studies in the state. The division monitors water levels and quality in the state's aquifers, conducts regional-scale aquifer modeling, and houses and maintains water well records. This division also approves groundwater districts' management plans and provides groundwater information to Texas citizens and lawmakers.

### ***Water Supply and Infrastructure***

The mission of the Water Supply and Infrastructure program is to provide assistance and support in developing water projects through collecting, analyzing and disseminating water-related data necessary to aid in planning and managing the state's water resources. Administration supports the mission and functions by providing leadership, strategic planning, and administrative support, and developing policies and procedures to assist staff with their duties.

Regional Water Planning and Development (RWPD) is responsible for working with communities as they develop their projects from early conception through the procurement of funding and ultimately through the completion of construction. This is accomplished through a director, six teams divided by geographical area, and an inspection and field support section. The six geographical teams consist of a team manager, engineer, environmental reviewer, financial analyst,

and administrative support. An attorney and a regional planner also work closely with each team.

The Inspection and Field Support section includes the TWDB's four field offices (Austin, Harlingen, Mesquite, and Houston) and one satellite office (San Antonio). The division provides on-site assistance and guidance to the project owners during the pre-construction, construction, and post-construction phases. Staff provide information on construction status to the Regional Water Planning & Development division and to the loan recipients.

Program Administration and Reporting is a department within this newly created division. The department consists of three sections: Program Administration, Outlays & Escrows, and Reporting. This division develops policies to facilitate the management of the financial assistance programs. Division staff monitors and ensures agency compliance with state and federal laws, policies, and standards as it relates to administering the TWDB financial assistance programs.

Water Use, Projections & Planning provides ongoing technical assistance and administrative support to 16 regional water planning groups to assist in updating regional water plans and conducting regional water and wastewater facility planning feasibility studies. Staff in this division also prepare the state water plan every five years and provide economic and demographic technical support to regional and state water planning processes. They develop water demand projections for municipal, manufacturing, mining, steam-electric power generation, irrigation, and livestock water users, conduct water and

wastewater needs assessments and projections for two federally funded programs, and handle all annual and interim reports.

## Current Workforce Profile-Supply Analysis

### FULL-TIME EQUIVALENTS

As of fiscal year (FY) 2014 first quarter (December 2013), the agency had 275 full-time-equivalent employees (FTE). For FY 2014, 312.8 FTEs were appropriated.

### MANAGEMENT-TO-STAFF RATIO

The management to staff ratio at the agency (as of the FY 2014 first quarter [December 2013] Management to Staff Ratio Report) was 1:7. The agency continues to evaluate its current structure to ensure maximum efficiency regarding staff and management alignment.

### RACE/GENDER

Per the 2013 Equal Employment Opportunity (EEO) Report for September 1, 2012, to August 31, 2013, the state agency workforce was composed of the groups shown in the table below (data was extrapolated from the 2013 Equal Employment Opportunity Report).

In determining statistically under-represented EEO groups, the TWDB uses the Equal Employment Opportunity Commission's (EEOC) Rule of 80. Using this rule, an under-represented group is considered statistically significant when the percentage of representation within the agency's workforce is below 80 percent of that in the civilian workforce.

	Officials	Professionals	Para Professionals	Administrative Support	Technicians	Total
Total Employees	33	246	17	9	1	306
Caucasian Males	15	103	0	0	1	119
Caucasian Females	10	63	11	0	0	84
African Males	0	9	0	0	0	9
African Females	2	5	1	5	0	13
Hispanic Males	4	27	1	0	0	32
Hispanic Females	1	18	4	4	0	27
Other Males	1	14	0	0	0	15
Other Females	0	7	0	0	0	7
Total Males	20	153	1	0	1	175
Total Females	13	93	16	9	0	131



Using statistical data of the TWDB's workforce as of August 31, 2013, it has been determined that the following EEO categories were under-represented when compared to the civilian workforce. The percentages listed represent the percentage increase that must be accomplished to bring the targeted groups within EEOC's Rule of 80.

Overall in the agency:

- African Americans were underutilized by 10.1% (FY12: 10.4%)
- Hispanic Americans were underutilized by 2.1% (FY12: .3%)
- Females were underutilized by 13.8% (FY12: 13.4%)
- Other Americans were underutilized by 1.8% (FY12: 2.7%)

Only the African American and Other American categories showed improvement for FY 2013. The TWDB continues to experience an agency-wide underutilization of all represented categories compared to the available population in Texas. Since there is an underutilization in two out of three minority groups as well as the female category, a continued effort will be maintained in minority and female recruitment so that the agency reflects the population it serves.

In order for TWDB to decrease the underutilization, the agency continues to monitor and modify its recruitment plan to target specific population groups at university and other minority recruitment fairs. With some success already demonstrated, the TWDB will continue to focus future recruitment plans towards these target areas to increase the recruitment and selection of African-Americans, Hispanic-Americans, other Americans and females.

## TURNOVER RATE

According to the State Auditor's Office, the statewide turnover rate for full- and part-time classified employees at state agencies in FY 2013 was 17.6 percent, based on a total of voluntary and involuntary separations, excluding interagency transfers. The 17.6 percent turnover rate is an increase from that of FY 2012 (17.3 percent). Excluding involuntary separations and retirements, the statewide turnover rate increased by .3 percent. This rate is often considered a true turnover rate because it reflects preventable turnover. Employee turnover can be both negative and positive. Negatives include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job.

Some turnover will always occur and is normal for any organization. Turnover can create positive outcomes for employers, because they can replace low-performing employees with high-performing employees. There is often a financial benefit gained as a result of the difference in the salary paid to an experienced employee who separates from an agency versus the salary paid to a new employee who takes the departing employee's position. However, when organizations start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect the organization's business operations. This holds true for many of the professional positions held in the agency. In the workforce plan, the agency will go into further detail regarding how the salary schedule for professionals

Employee Turnover at the TWDB during Fiscal Year 2013	
Involuntary Separations	5
Involuntary Turnover Rate	1.3%
Voluntary Separations	19
Voluntary Turnover Rate	6.7%
Retirements	9
Retirement Turnover Rate	3.2%
Average Annual Headcount	284
Total Separations	33
2013 TWDB Total Turnover Rate	11.6%
2013 State of Texas Annual Turnover Rate	17.6%

Data compiled from the State Auditor's Office Annual Report on Classified Employee Turnover for FY 2013. Report includes interagency transfers.

working for the state is causing us to be a training ground for employees to learn the necessary skills to succeed in the private sector.

## **Staff and Workforce Skills**

### **EXECUTIVE ADMINISTRATION**

Staff and workforce skills critical to the mission and goals of Executive Administration include, but are not limited to, the following:

- An Executive Administrator with extensive institutional knowledge of complex state and federal financial programs, knowledge of planning activities, managerial skills, and the ability to work with the Texas Legislature and bring their requests and visions to fruition
- A General Counsel that possesses recognized legal expertise in water resources, including water rights, water resources planning, and the TWDB's financial programs
- Staff attorneys with core skills through continuing education, institutional knowledge in planning and program activities, human resources, contracts, and open records matters

The active involvement and professional familiarity with the complexity of the TWDB's public financing programs provides the members of the governing Board with the judgment necessary to assess the specialized professional skills necessary and appropriate for the Executive Administrator position and the salary necessary to attract and retain qualified individuals. The Board needs to be provided the ability to set the Executive Administrator's annual salary as appropriate.

### **GOVERNMENTAL RELATIONS AND AGENCY COMMUNICATIONS**

Staff and workforce skills critical to the mission and goals of Governmental Relations and Agency Communications (GRAC) include, but are not limited to:

- GRAC staff with the ability to maintain effective relationships and who possess excellent project management skills and the ability to analyze, interpret, and react to information in an efficient and effective manner

A familiarity with all of the TWDB's programs, active involvement in traditional and social media, and an active involvement with the members of all levels of

government is critical to the success of GRAC.

### **OPERATIONS AND ADMINISTRATION**

Staff and workforce skills critical to the mission and goals of Operations and Administration include, but are not limited to, the following:

- Human Resources personnel familiar with the state of Texas' rules, regulations, and benefits including recruitment, retention, compensation, classification, and one or more certified as Professionals in Human Resources
- Certified State of Texas Purchasers
- Qualified Contract Administrator to effectively maintain all reporting requirements for state and federal programs
- Staff with performance measurement, strategic planning experience, and management system analysis skills to review and implement policies and procedures to increase efficiency and effectiveness of workload flow
- Project Managers with experience in IT resource and software application development methodologies
- Business and Systems Analysts with strong facilitation and documentation skills;
- Software Engineers and Database Administrators with experience in standard software development techniques, web development tools, and deployment of web services
- Network administration and security professionals with knowledge of local and wide area network administration, security protocols and threat protection, identity management, standard computer hardware, software support and troubleshooting
- Programmers with multiple-level web architect skills that can initiate the development, implementation, and maintenance of the internal and external web resources, including updating web content, monitoring web resources and services, analysis of hardware and software, and evaluation of potential enhancements
- Records management specialists with knowledge of the State Records Retention Schedule, Texas State Libraries and Archives Commission rules and regulations, and working knowledge of electronic document management systems.

Operations and Administration staff must maintain knowledge and expertise in a fast-paced environment while also demonstrating the essential relationship development skills needed to communicate with



customers, understand the critical business drivers for the agency, and determine business case justifications and return on investment, while fostering solid partnerships among governmental entities at all levels.

## **FINANCE**

Staff critical to the mission and goals of Finance include, but are not limited to, the following:

- Accountants familiar with governmental accounting, as well as bond debt accounting
- Budget Analysts familiar with complex funding structures and state governmental budgeting practices
- Investment and Portfolio Analysts familiar with state requirements for investments and with spreadsheet and database functions for preparing cash flow modeling

These skill sets have remained constant; however, maintaining staff with these skill sets is a challenge. Retaining experienced and skilled staff is imperative to supporting the needs of the agency. Critical functions of the Finance office include the ability to provide sound accounting advice and opinions to Board members and staff, accurate and timely financial reporting, and maintenance of sound accounting records, municipal bond knowledge, negotiation skills, portfolio management knowledge, advanced spreadsheet and database skills, and agency program knowledge. The development and maintenance of staff in the financial areas are imperative.

## **WATER SUPPLY AND INFRASTRUCTURE**

The large amount of state water plan funding through the various financial programs is supported by Water Supply and Infrastructure (WSI) staff. Existing programs pose challenges, such as decreases in federal appropriations for the State Revolving Fund programs, balancing U.S. Environmental Protection Agency requests for information and reporting requirements with other workload requirements, unliquidated obligations, potential project delays due to approval backlogs at the U.S. Army Corps of Engineers, and the challenges associated with the continued growth of the financial assets owned and managed by the TWDB. WSI is often called on to provide input on draft legislation and appropriations related to water resources policy and funding.

Staff and workforce skills critical to the mission and goals of Water Supply and Infrastructure include, but are not limited to, the following:

- Financial analysts with significant experience in TWDB financial assistance programs
- Licensed professional engineers with experience in planning and design of water and wastewater projects and experience with the requirements of TWDB financial assistance programs
- Administrative assistants with experience in TWDB financial assistance programs and Board procedures
- Division directors with significant experience in TWDB financial assistance programs and policy development
- Managers with significant experience in TWDB financial assistance programs
- Staff with performance measurement, planning, and management system analysis skills to review and implement policies and procedures to increase efficiency and effectiveness of workload flow

The increasing complexity and number of the TWDB's financing programs have been aggravated by the loss of several senior staff that have retired. Retiring staff are being replaced; however, retention and training continue to be an important need and challenge.

The workforce skill needs should not change significantly in the future, through retaining staff with appropriate skills is key to the successful management of the large number of complex financial assistance programs.

## **WATER SCIENCE AND CONSERVATION**

Staff and workforce skills critical to the mission and goals of Water Science and Conservation (WSC) include, but are not limited to, the following:

- Hydrogeologists, hydrologists, and geologists knowledgeable about Texas water and geologic resources
- Other environmental scientists and/or professionals knowledgeable about Texas environmental regulations, research issues, and programs covering a wide spectrum of activities, such as conservation, and biology
- Licensed professional engineers with significant TWDB financial and technical assistance program experience
- Individuals with solid contract management skills and the ability to maintain effective working relationships with their customers
- Individuals who possess strong written and verbal communication skills;
- Administrative assistants with experience in TWDB programs and Board procedures

- Division directors with significant TWDB program and policy development expertise

Retaining senior and highly skilled staff is of paramount importance in order for the office to provide program continuity while assimilating new technological advances in water modeling, planning, and research. This situation requires that the office be given enough latitude in salary adjustments to be able to retain skilled, experienced workers and provide sufficient training to all staff.

## Future Workforce Profile

The TWDB will need to retain staff having the same or similar work skills that are currently present, and be able to provide training to set new employees up for success. Because of the evolving nature of the Texas legislature, the agency must ensure that staff continue to have strong interpersonal skills, project management skills, legislative process knowledge, and policy development skills. As state water resource issues become more political and complex, it is important that staff continue to be able to interact with individuals who represent the political and socioeconomic diversity of the state of Texas.

Water Use, Projections, and Planning is constantly affected by the population growth of the state of Texas. In regional water planning and the NFIP, population growth leads to greater demand on the few knowledgeable regional water planners in the state. Additional training and expertise will be needed in the coming years. With regard to TNRIIS, the need for staff with diverse GIS and IT backgrounds and improved knowledge of business processes and relationships will become more important, along with external customer service.

The anticipated workload brought on by legislative changes and state water plan projects will require WSC to maintain and enhance its current level of skills and provide training of both new and existing staff to stay ahead of the competition for scientists and engineers from the private sector. Staff will need to continue to expand their expertise in specific technical knowledge, project management skills, writing abilities, new technology knowledge, and verbal communication skills.

The rapidly changing technology industry affects the office of Operations and Administration's efforts to facilitate data dissemination. While current staffing levels are projected to essentially remain unchanged, the office workforce profile will continue to evolve, especially in light of the Data Center Services consolidation effort being undergone by all agencies as

part of the governor's initiative. The need for staff with diverse IT backgrounds, including strong web-based programming, database management, Internet-based GIS programming, network management, project/program management expertise, and strong contract management skills will increase with this evolution. Contract Administration and Records Management will be greatly affected by the implementation of new technology and an electronic document management system, and these areas will face an extreme workload, in addition to the ever-increasing burden that is inevitable as the agency continues to grow. Future needs in these areas are highly trained staff in records management with institutional knowledge of the state records retention schedule and procedures, and contracting and state-certified procurement specialists that are trained in the state of Texas' rules and regulations.

Future workforce needs in the Operations and Administration office include building strong overall knowledge in Human Resources, including compensation skills, and becoming a more effective change agent for the agency.

The appropriations of state water plan funding through three financial assistance programs will continue to impact WSI's current workforce. The additional program funding will not create demands for new skills but may require a level of effort that exceeds the current capacity.

## Gap Analysis

If the economy continues to recover and becomes more competitive, the agency will face greater challenges, given the salaries available in the private sector. The potential retirement of employees in all areas of the TWDB in the immediate future can have the effect of creating a shortage of expertise.

In the office of Operations and Administration, there is currently a need for additional IT staff. In addition, the office is at risk of the potential simultaneous retirement of multiple persons with vast institutional knowledge, thus creating a shortage of expertise in support services and facilities planning areas, network services and records management.

If the economy continues its recovery, the Finance office may face difficulties in finding qualified staff to work in certain professions. High-level accountants are currently at a premium.

There may be a shortage of staff in some areas over the next five years owing to the increased workload associated with increased financial assistance

opportunities, asset volume, and complexity. As in other program areas, if the economy continues to pick up, this area may face difficulties in finding qualified staff to work in certain professions. Each of these offices must continue to maintain its current level of skills and provide training to both new and existing staff to limit the negative impacts of staff turnover.

The pool of GIS professionals interested in state employment will continue to dwindle. At the same time that the state is experiencing new growth in the IT sector, the State Auditor's Office reports that state government employees are still significantly behind in salary scale compared with the private sector. Specialty areas such as GIS are even more difficult environments in which to hire and retain staff, creating a much longer recruitment and hiring process. The quality and quantity of job applications for TWDB vacancies in these areas have dwindled remarkably, even when the agency has done extensive recruitment and advertising.

Although WSC has done its best to maintain staffing levels, there are shortages for individuals with overall expertise in state of Texas water resources, hydrogeologists, groundwater modelers, surface water engineers, and surface water hydrologists. WSC is faced with hiring staff at entry- to mid-level positions and providing these individuals with extensive training and development (internally and externally), only to see these scientists and engineers routinely recruited away by private enterprise who can afford to pay them 30 to 50 percent more than the state salary schedule allows. In effect, WSC serves as a training ground. The TWDB is often unable to fill key positions for two primary reasons: first is simply a matter of competition with the private sector, where greater salaries may be available; second, because of the tremendous increase in the demand for water resources needed to sustain the Texas economy, the demand for water resource expertise in science and engineering is simply not being met by higher education.

## **Strategic Development**

### **STRATEGIC DEVELOPMENT**

The workplace has always consisted of many generations working at one time. However, today's age-diverse workforce is working past retirement age, which has led to a generation gap of more than 40 years between the oldest and youngest workers. As a

result, a one-size-fits-all approach is not appropriate in an age-diverse workforce that may have four generations of workers at one time. The TWDB must be prepared to work with the communication styles of each generation and determine what motivates each generation in order to bridge the generation gap. This approach is key in developing both succession planning and knowledge transfer for future generations. Furthermore, as society in general becomes more diverse, the TWDB workforce must mirror this diversity, thereby meeting both the needs and the expectations of the population it serves.

The TWDB must continue to work with universities and professional organizations to ensure that we have a varied and diverse workforce. In addition to the diversity and composition of the future TWDB workforce, fair pay will continue to impact recruitment and retention. The TWDB and state agencies, in general, currently cannot compete with other organizations in terms of compensating its employees. Many existing staff continue to serve the agency because they value its mission or enjoy the work-life balance that may be lacking in a for-profit company or firm. The TWDB must continue to foster an environment that offers not only fair compensation but also other incentives that attract and retain staff. Understanding the importance of the state's most precious resource is the first step in ensuring that the agency continues its role in serving the water needs of Texas.

### **LEADERSHIP DEVELOPMENT**

The TWDB Human Resources division continues to conduct training modules throughout the year focused specifically on management as well as staff in general. Training programs such as Effective Performance Management - Supervisor/Employee Partnership, Managing for Success (A Guide to Progressive Discipline), New Hire Training for Managers, FMLA, and Other Leave Guidelines are part of a continued process for staff development. These interactive learning modules focus on defining clear job responsibilities, performance plans and appraisals; discussing performance issues on an ongoing basis; the need for regular documentation; and the role of the supervisor in the development of staff. In addition to "in-house" training, TWDB Human Resources works with outside vendors and consultants to provide customized training on topics such as public speaking, dealing with the press/media

and providing effective presentations.

Additionally, for FY 2014, the TWDB has developed a succession planning process in order to maintain an effective workforce. Succession planning prepares the agency for the risks associated with the loss of knowledge that is critical to achieve its mission. The agency must identify, develop, and transfer knowledge to employees who become highly qualified and capable of filling key positions or performing crucial functions as individuals leave the agency.

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